

Farmers Market Model Research

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Farmer's Market Model Research

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Project Goal & Scope: The primary goal of the project is to conduct a feasibility study for the farmer's market. This involves:

- **a vendor assessment** (vendor challenges and opportunities related to the Kingfield farmer's market in comparison to other markets)
- **a patron assessment** using Larry Lev's Rapid Market Assessment strategies (this includes gathering data about patron traffic, frequency of visits, amount spent, etc), and
- **market model research** of assembled data and information regarding potential immediate and long term strategies to sustain the Kingfield farmer's market. The immediate term strategies will likely be emphasized given funding constraints in the coming year(s).
 - **Farmers Market manager survey.** A brief online survey was administered through the Minnesota Farmers Market Association list serve as a result of conversations with local market managers to examine the role of a market manager. This is being reported in another document since it was a tangential effort.

All three assessments have overlapping concerns, but the information specific to the Kingfield Market is part of a separate report since it's contents are specific to Kingfield Farmers' Markets' specific situation. This report is the report of market model research.

See
Appendix
F & G

Appendix F describes the research process.

Appendix G provides a list of references cited throughout this report.

Market Model Research - Table of Contents

Findings Summary	4
Basic Models	6
Market organizational structures based on vendor relationships	6
Models based on who sells goods	7
Event based Markets	7
Destination Markets	7
Organizational Structure.....	8
Fiscal Agent / Non-profit Status & Structures	8
Bylaws.....	9
Committees / Partnerships	9
Dues / Fees.....	10
Budgeting & Accounting	10
Staff / Core market volunteers for market management.....	10
Volunteers and Interns	10
Management	11
Location	12
Hours, Days, Weeks Open.....	12
Set-up / Arrangement	12
Communications.....	13
Licensing & Permits.....	13
Vendor and customer relations.....	13
Assessments and Feedback.....	14
Attractions.....	14
Community Code Kitchen	14
Community Supported Agriculture (CSA) Drop-off site	14
Attracting Diverse Shoppers.....	15
Attractions for Kids.....	15
Music & Performance	15
Benefits of Farmers Markets	15
Community Benefits / Social Exchange between Producer and Consumer	15
Low Income Customers / Cash Alternatives	16
Tokens / Scrip Systems.....	16
EBT / Food Stamps	16
WIC - Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)	16
Publicity – Labeling & Signs.....	17
Labeling & Market Stand Presentation.....	17
Signs.....	18
Promotional materials	18
Sponsorship.....	19
City / Municipality Support	20
State support	20
Supporting Organizations	20
Supporting Businesses	20
Benefits of Markets.....	20
Market Model Considerations When Transforming a Market.....	21
Coordination > Cooperation > Collaboration.....	22
Market Size – Transitioning from a Small to a Medium Sized Market.....	22

Factors that Cause a Market to Fail.....	23
Market Models – Driven by Interests of the Community.....	23
Recommendations	24
Market Model Appendix A: Hours of Twin Cities Farmers Markets	26
Market Model Appendix B: Duration of Operation (By Month) of Twin Cities Farmers’ Markets	27
Market Model Appendix C: Checklist – Setting up a Strong Farmers Market	29
Market Model Appendix D: Grants	30
Market Model Appendix E: Resources	31
For Markets.....	31
Minneapolis / Twin Cities Area:	31
Minnesota:	31
National & International:	32
For individuals	34
Market Model Appendix F: The Research Process.....	35
Persons consulted:	35
Market Model Appendix G: References	36

Findings Summary

Many farmers' markets rely heavily on volunteers. This is and will continue to be no exception for the Kingfield Farmers' Market as it moves from a neighborhood organization supported event to a volunteer run operation. The Kingfield Farmers Market committee is working through it's organizational structure, such as finding a fiscal agent and becoming a non-profit organization. This report does not cover the details of becoming a non-profit organization. It will, however, describe considerations for a volunteer managed farmers' market and other markets that have had volunteer beginnings.

A variety of considerations need to be taken into account to be a volunteer run operation. Throughout this review it became clear that the majority of volunteer run farmers markets have one lead volunteer who ensures that most tasks are done. This was confirmed by a market manager survey administered through the Minnesota Farmers' Market Association in August to September 2008. The majority of farmers markets were volunteer led by either vendors or community members, a small size and generally with one lead volunteer. Occasionally there would be a volunteer team to manage a market.

The benefits of one person to completely oversee all aspects of a farmers market is that it limits the need for coordination. However, the Kingfield Farmers Market committee currently does not have a single person who is willing to serve as the market manager and take the lead control of the market in 2007. Instead, the Kingfield farmers' market needs to consider the core functions of the market. When time is limited and volunteers are stretched thin, then other ideas and opportunities need to be put aside. Furthermore tracking expenditures now and into the future is yet another need. Though there have been challenges in getting budget progress reports, the committee could get around this challenge by having the current farmers' market manager track expenses so that recurrent questions regarding funding levels do not impede short term expenditures that could help the market in the long term.

The core functions of the market are:

- Vendor management team (including recruitment, fee collection, assistance with licensing, and overall vendor relations)
 - o One lead Vendor manager, plus a minimum of one alternate. This person is most likely to serve as the lead market manager. However if a market manager is going to be alternating, the vendor manager could be one of several market manager(s) and have vendor payments and relations on a regular schedule.
- Finance and Administration management team (budget drafting, expenditure tracking, documentation of decisions made and responsibilities). In observations of the committee minutes and workings, there is great need for someone to oversee all operations and decisions, such as a secretary so that the group can be reminded of decisions already made and not get distracted with sideline interests or projects.
 - o One financial manager
 - o One secretary / administrator
 - o One grant writer, development person
- Volunteer management team (including maintaining a volunteer roster, having volunteer guidelines and roles, matching volunteers to projects and addressing volunteer concerns).
 - o One lead Volunteer manager, plus a minimum of one alternate.
- Publicity management team. This team will likely work closely with the volunteer management team. Duties include the design, distribution and drafting of promotional messages for the market and market related events. This could also include the design of promotional items, such as bags, t-shirts, etc.
 - o One lead Publicity manager, plus a minimum of one alternate.

Optional (events and business relations):

One of the primary reasons why this is optional is that many markets manage to survive on vendor fees alone. Adding events and fundraising to the efforts to the market management adds a level of complication.

- Events & Fundraising team. This team will likely work closely with the volunteer management team. Duties include the design, distribution and drafting of promotional messages for the market and market related events. Attracting music, entertainment and
 - o One lead Events manager, plus a minimum of one alternate.
 - o One fundraising manager, plus an alternate (for business relations, grant development, possibly friends of the market, along the finance and admin team).

Members of the committee can hold more than one role, but having a lead person and alternates may help to alleviate confusion. Still, an overall controller of market operations is needed to ensure that the most critical work is getting done and projects that can become time consuming side-projects are minimized.

Probably the most limiting factor right now for the continuation of the farmers market is great attention to the possibilities and ideas to continue the strengths of the market and add new ones with limited attention to the core responsibilities, such as day-to-day market management. The shift away from a market that is focused on events, to one that is a host for the community to opt to have events may help minimize the burden on the farmers market committee. Perhaps taking the market down to it's most simple parts. Although there are many great ideas that come from the market patrons, committee members, volunteers and vendors, gaining focus on the core operations with leadership to maintain focus is needed at this time.

The Kingfield Farmers' market has been ongoing for seven years. It is well established as a treasured and valued neighborhood resource. Visitors to the neighborhood, vendors in particular, appreciate the volunteer effort and neighborhood approach to the market. Several times throughout the assessment of this market, which is another document, vendors and patrons commented how great it is to come to the market on a Sunday to relax, listen to music, talk to vendors and neighbors and feel connected to community and local food networks. The value of the market to both vendors and patrons alike is high on a emotional level and even to some extent financially on an individual level. To maintain this energy and drive at the market, an organized volunteer effort is needed at this time.

The Kingfield Farmers' Market has been fortunate to have funding to support it's market since it's beginning in 2001. Now that this funding is coming to an end, there needs to be a shift for the committee from idea generating and event planning supporters of the market to a team of market managers. In some ways this is backward movement since much of the administrative and management work has been done by the Kingfield Neighborhood Association (KFNA) and the hired market manager by KFNA. Now that KFNA stepping down in it's role, the Kingfield Market committee has already begun to take on many aspects of market management. In the coming months gaining increased focus the core market operations and gaining agreement on who will do what and when is what is recommended as a result of this study.

Simply put, the Kingfield Farmers Market has great potential to be an excellent host for community events and connections by providing a strong, diverse and well managed farmers market focused on the quality of relationships with vendors, supporting businesses and individuals. To decrease the likelihood of burnout and fatigue, the market needs can manage the market as a volunteer run operation so long as additional events and sidelines efforts are minimized. Finding partners to run events are likely the most viable option for the market at this time.

Market Model Research

Three recurring themes emerged as a result of the market model research.

- 1) **Market management takes more time and effort the popularly thought**, particularly by patrons and committees or boards. Many patrons and supporters of farmers markets would make comments indicating that running a farmers market shouldn't take much time or resources.
- 2) **Vendors see themselves as taking care of customers and want market managers take care of publicity**. The role of the market manager is often focused on vendor management and publicity, but it also concerns oversight for licensing issues, enforcement of market rules, financial management and further development of the market.
- 3) **Volunteer management and community involvement** is often a key part of markets, but not always considered an activity in itself. Markets often serve as a focal time and place for communities to host events and to present and discuss issues. Many people involved in markets commented that when there is a volunteer presence, the market seems to be thriving. However, volunteer management was on occasionally seen as a role for markets to pay attention to in addition to publicity and licensing. Many market managers and vendors observed that both having a strong volunteer base and knowing putting that volunteer base to work took significant effort.

Basic Models

Minneapolis and Saint Paul have several markets that began through community organizing, such as Kingfield, Midtown, Northeast. These markets often serve a dual purpose as an intentional community meeting place in addition to a market for goods and services. Having people spend time at the market is a goal of community based markets. In contrast, markets focused almost exclusively on sales alone, are likely to focus on attractions that bring a customer through a market. This distinction between spending time in a market versus having people go through a market can influence the overall structure of the market itself, the management approach and also the mix of vendors at a market.

Market organizational structures based on vendor relationships

The Center for Rural Pennsylvania (2002, cited in Stephenson, Lev and Brewer, 2007) identified four types of farmers markets organizational structures according to vendor relationships:

- 1) No organization among vendors.
- 2) Private owner / business run where the business makes decisions.
- 3) Unofficial agreement among producers.
- 4) Official agreement of producers.

On adaptation to this list describes the case found in the Kingfield Farmers Market where the market is community organized and run through substantial volunteer efforts with some hired market management support. Though this could be considered a private owner or business run, the focus of the market extends beyond marketing goods and services, but also marketing a meeting place with information and community resources.

Models based on who sells goods.

The Kaiser Permanente Farmers' Market Resource Guide (www.permanente.net/homepage/kaiser/pages/f40669.html) for Kaiser Permanente Health Facilities identifies three types of farmers market models: associations, community collaboration or unbrokered.

Farmers Market Association Model – Farmer Sold Goods through a Collective

In this model the association coordinates market operations and Kaiser Permanente provides space and promotes the market. This is considered the easiest model to implement. This model does not necessarily mean it is vendor operated, since the Minneapolis Farmers Market has a similar structure in which it is a membership organization.

Community Collaboration Model – Community Sold Goods

Under Kaiser Permanente's rendition of a community collaboration model, people other than the farmers sell the goods and produce at the market. These groups can be youth groups or similar groups who also play a role in market management. This requires a special event license, according to Kaiser Permanente guidelines.

Unbrokered Model

The unbrokered model is one in which the organizer (in this case Kingfield) finds one or more vendors to come on a market days. It resembles the current configuration of the Kingfield Market since KFNA acts similar to an association to put on the market. However vendors don't have much say in the operations of the market nor do they want to have to help manage the market since most vendors said they are busy enough already.

Event based Markets

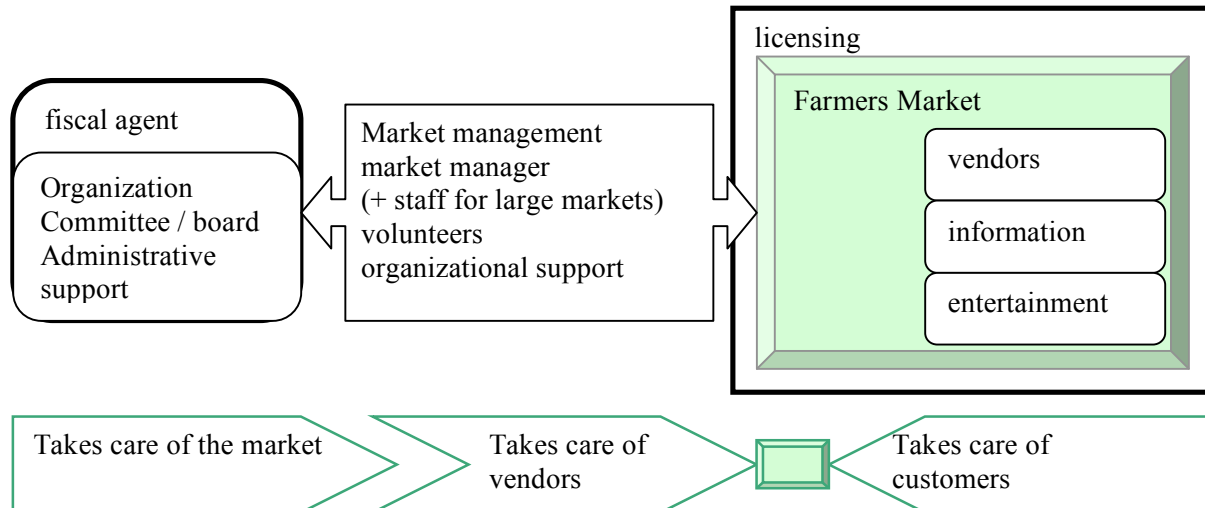
Many markets operate based on promotional events for a limited period of time. Sometimes these can be as short as one day. As noted in the introduction of this section, events can vary in focus. Events focusing on the market as an attraction, such as a fair are focused on getting traffic to the market for either a short period or an extended period of time. Events focusing on a cooking demonstration or tasting may be done for public health or promotional sales. Events such as bake-offs or lotteries focus on community support of the market. Music or entertainment at the market can also serve a variety of purposes, such as attracting people to the market or encouraging them to stay.

Destination Markets

Destination markets are markets placed in high traffic areas. The Nicollet Mall Farmers Market could be considered a destination market that uses a Farmers Market Association Model.

Organizational Structure

The majority of markets have a similar organizational structure with a committee or board, occasionally an additional advisory committee, a market manager, vendors and volunteers. Entertainment is often another type of vendor. Overall, the support structure of a farmers market can be viewed as in the diagram below.



Community projects and events, though part of a market, are often considered an added benefit. The focus of most farmers markets is to sell local foods and goods. As mentioned in the committee section, having community events and promotions in a separate committee can help to focus market related fundraisers and management within one group and ensure that the focus of the market remains focused on foot traffic and sales in addition to community connections. One common challenge for markets is prevent over extending the capacity of their market manager and committee. Maintaining focus on publicity, vendor management and volunteer management while relegating other tasks to groups outside the core market management team could help to prevent volunteer committee burn out.

One former market volunteer who assisted with the beginning of a market summarized the importance of maintaining focus on market management rather than event management. She commented: *"We tried a lot of festivals to bring more people to the market. The best way of doing this was tapping into festivals that were already operating and opening the Market as a venue for their function. Then, most of the work is done with by other groups, and the Market operates as a host."*

Fiscal Agent / Non-profit Status & Structures

The fiscal agent of a farmers market varies depending on the market structure. Some types of fiscal agents include:

- Chamber of Commerce (Alexandria, Buffalo, Chisago Lakes, Park Rapids)
- Municipal or Governmental Support. Examples: Maple Grove www.ci.maple-grove.mn.us/content/309/default.aspx, St. Louis Park, Inver Grove Heights and Richfield.
 - Note: Most Minneapolis farmers markets commented that the city tends to be supportive conceptually, but not financially. Municipal support from the city of Minneapolis has generally been limited to small grants. Cities that support farmers markets directly often seem to provide in-kind support with some budgetary support as a project of their city. Most municipal market managers had the farmers market as one of several projects that they work on for their municipality.
- Nonprofit Mini-Markets. Mini markets with fewer than five vendors have been created by IATP. See the resources section for a mini-market how-to guide.

- Nonprofit organization, but not tax exempt (not 501c3). 501c3 status is generally not granted to markets or business associations. The New York Green Markets and Mill City Farmers Markets both are non-profit organizations without tax exempt status. However, they both have an affiliate non-profit organization as a fiscal sponsor. Mill City's fiscal sponsor is IATP.
- Nonprofit educational organization. Example: Santa Fe Farmers Market Institute www.santafefarmersmarket.com/institute/
- Organization / Health related project: University Wellness Program at the University of Minnesota sponsors a farmers market. This structure tends to be somewhat similar to the municipal or governmental support where an employee of an existing organization adds the management of the farmers market to their duties.
- Nonprofit membership organization. Examples: Central Minnesota Vegetables Growers Association (CMVGA), better known as the Minneapolis Farmers Market www.mplsfarmersmarket.com. In 2008 only 20 new members were added since the Minneapolis market was almost full. Saint Paul Farmers Market www.stpaulfarmersmarket.com.

The Midtown market has a particularly interesting beginning that may be relevant to Kingfield Farmers' Market. Carla Kaiser conveyed the story well: *"The [Corcoran and surrounding community] had the desire for a Market, so the customers were coming, and continue to grow. Another benefit were a few champions we had for the Market, such as the YWCA. The Market was started by a collaborative effort of 7 conjoining neighborhood associations, and continued to staff their board with the representatives from each area. This gave relevance for the Market to different areas and investment from surrounding communities. The Market was initially a spin-off of the Downtown Market, who's manager supported us and gave us advice on how to operate. This made us comply with their rules for 3 years, however, but in the 4th, Midtown broke away and became its own entity."* (Carla Kaiser email correspondence, August 2008). Carla Kaiser, who was an early volunteer organizer for the market mentioned that the process worked well for the Midtown Farmers' Market. The only change she would have made throughout the beginning of the market was to have the market two days a week as it is now instead of three days per week as they tried in the beginning.

Bylaws

Sample bylaws can be found in the Minnesota Grown publication "Starting a Farmers' Market." Various markets make their bylaws rather specific. For instance, Mill City agreed to have an initially agreed upon mix of prepared foods, products and produce, which is included in their bylaws. Other markets, such as the IATP mini-market focus solely on produce.

Committees / Partnerships

Most farmers markets have a board, committee or task force. Larger or community oriented farmers markets often have multiple committees. Common types of committees as well as their farmers market are listed below:

- Board (Northeast, Mill City, etc.)
- Community organization project (Midtown)
- Executive Committee (Mill City)
- Membership Base (St. Paul, Minneapolis)
- Events & Outreach Committee (Midtown) focuses on fairs, cooking demos and attracting community resources to the market.
- Other partnerships include connections with students and groups from local universities, health organizations or businesses. For instance, public health students did food demonstrations of uncommon vegetables at the Mill City Farmers' Market.

Separating market management from event management of markets may be a good option to consider for the Kingfield Farmers' Market so to prevent the market committee members / board members from becoming over extended. Collaborative arrangements with local community organizations could comprise an events and outreach committee such is the case at Midtown.

Dues / Fees

Larger markets often charge higher stall fees because they can attract more people to the market. This affects their ability to be self-sustaining on fees and less reliant on external sources of funds. Often, smaller markets require greater external funding in the long run since they cannot rely on vendor fees alone. (Stephenson, Lev & Brewer, 2006).

Budgeting & Accounting

Midtown focused on grant writing for their strategy to get the market started with support from the Corcoran Neighborhood. The farmers' market committee of the Corcoran Neighborhood was quite active. To support their market, Midtown has a seasonal market coordinator and a year round project manager who is involved in grant writing with the market coordinator. The farmers market staff from Midtown are empowered to write grants and make day to day decisions for the market.

Thus far for the Kingfield Market, the accountant has been keeping track of all KFNA expenses, including the market. The KFNA board has a treasurer as well. The farmers market committee can approve expenditures, but the ongoing tracking of the budget has been a weak point in the fiscal management of the market. For future efforts having a treasurer to keep track of the funding balance sheet would be an improvement.

Staff/ Core market volunteers for market management

Staff of farmers markets often focus on finances and vendor relations since these roles require sustained attention. The market manager is often the primary person in charge of market management. In Minneapolis, there must be a market manager during the hours that the market is in operation. Stephenson, Lev and Brewer (2006) in their review of why markets fail in Oregon note that market managers often have high turn over, but also note that this is not necessarily bad. In fact a new market manager can add some vitality to a market. The high turnover rate of market managers appears to be somewhat common in the Twin Cities, with exception of the Minneapolis Farmers Market Manager who has been in his position for over twenty years and the Northeast Farmers Market Manager who voluntarily started and continues to manage the market there.

Having one person to contact regarding market management is a common and helpful. At a minimum most markets have a single email, contact person or phone number for general information about the market. The Midtown Farmers' Market uses a per-paid cell phone that can be passed around to the person(s) who are overseeing a market on a particular day.

Volunteers and Interns

Volunteers and interns are a common element found at farmers markets. Several markets commented that volunteer management can be challenging, particularly when responsibilities are shared with paid staff. Volunteers often do the jobs that they are willing to do, leaving the less desirable responsibilities to paid staff. Several people involved with markets also mentioned that volunteer help is not always reliable, so one often has to recruit more volunteers than needed since people either don't show up or decide that they don't want to do the tasks involved in a project.

Interns, often in college or high school, can help to serve varied needs of a market during the summer months. Many interns have to return to school in late August to September during a part of the peak season of the farmers market. Intern connections can be made in several ways, often through colleges and universities. Local internship resources include:

- **AugPost**, Augsburg's internship and job listing service.
www.augsburg.edu/cswl/internships/find_internship.html
- **Community Involvement and Service Learning at the University of Minnesota**. Similar to the University Neighborhood Network (UNN), this project matches University of Minnesota students with community organizations on service learning (volunteer) projects related to their degree or coursework.
- **GoldPASS**. <http://goldpass.umn.edu/> Employment and internship posting site for University Students and area "employers." Although GoldPASS emphasizes employment, paid and unpaid internships can also be posted.
- **G-Net (Gustie Network)**. Internships for Gustavus students.
<http://gustavus.edu/careercenter/intern/>
- **Hamline** lists internships on their site, but it is unclear if outside organizations can post there.
- **KatieClick (College of St. Catherine's Job and Internship Database)**.
<http://minerva.stkate.edu/careers.nsf>
- **Macalester's Internship Database**. www.macalester.edu/internship/
- **MCTC Job Bank** www.minneapolis.edu/counselingandadvising/careerdevelopmentservices/
- **Minnesota Workforce Center Summer Jobs** www.mnwfc.org/summerjobs.htm
- **Neighborhood Planning for Community Revitalization**
<http://www.npcr.org/assistantships.html>
- **University Neighborhood Network**. <http://unn.umn.edu/> Connects community organizations with faculty teaching courses that have a neighborhood project requirement. Most projects have teams of students work with the community organization.
- **University of St. Thomas Jobs and Internship Listings**.
www.stthomas.edu/careerdevelopment/post/

Interns can also come on their own. Christine, an intern for the Midtown Market said that she saw a job posting and decided to contact the Midtown market to see if they were also considering interns. In this case, Midtown was able to pay Christine a modest stipend of \$5 per hour. Christine's intern responsibilities include: writing a e-newsletter, set up tables and help organize events such as bike day. Event management often requires an intern or someone who is able to provide constant support and follow-up, which is often not easy for volunteers. Interns can help to run special projects like events.

Interns, whether paid or volunteer, expect to be supported and guided by the organization. At a minimum, a farmers market needs to be prepared to: (1) provide the intern with one contact person to support them through the process (2) have clear, written expectations and (3) understand the limitations of the person's role. Similar aspects of internship management are also advisable in volunteer management generally, but a key difference is for the organization to realize that the volunteer needs to satisfy both their internship requirements (if any) and the needs of the organization.

A good start is to discuss then outline a plan for the internship. Many organizations have difficulty framing a realistic plan. When devising your plan or your proposal, try to focus on what you or your organization can realistically promise to the student and vice versa. Be careful not to promise too much (or too little).

Management

Increasing the number of vendors can lead to an expansion of a price range of goods from Paul Hugunin's experience at Minnesota Grown. This is also confirmed in Stephenson, Lev and Brewers (2007) article regarding farmers market size. The breaking point between having a volunteer run market versus a market that has a paid staff appeared to be about thirty vendors. Other factors, beyond size also contribute greatly to the management, which are outlined briefly below.

Location

The majority of farmers markets appear to be on parking lots, most with temporary structures. One of the reasons why many markets are on parking lots is the requirement to have market stands on asphalt or concrete. Midtown farmers markets commented that one of their primary strengths is their location. It is both highly visible to traffic and also accessible to public transportation. Considering location, including visibility is an important aspect of a farmers market. However, highly visible markets can lose some the intimacy and small community feel that many patrons and vendors commented that they enjoyed at the Kingfield Farmers' Market.

Ruth White, of Minnesota Grown, commented that one mistake she sees on brochures, signs and other literature for farmers' markets is no geographical reference to the farmers' market location. When indicating the location of the farmers' market, one should try to be as specific as possible. For instance instead of saying at the parking lot of a particular business, try to indicate the exact location. Based on what she's seen, indicating 43rd and Nicollet for the Kingfield Farmers' market seemed sufficient.

Hours, Days, Weeks Open

It became clear throughout this study that one of the major benefits of the Kingfield Farmers' Market is that it is on Sunday. Most farmers' markets are on Saturday and Thursday in the Twin Cities area. Thursday is a popular day since many people go to a cabin or out of town on the weekend.

See
Appendix
A & B

Appendix A has the hours and days of week of markets throughout the Twin Cities area.

Appendix B. has the duration / season of markets throughout the Twin Cities area.

Competition for vendors can be a problem when too many markets are on the same day. Furthermore, markets scheduled on different days can also support vendors further by referring vendors to other markets. Many vendors commented that licensing for markets is challenging if they are only going to one market, so referring vendors to other markets helps to encourage them to continue at your own market since they only have to pay one market fee per season (and not per market).

Set-up / Arrangement

Midtown Farmers Market estimates that it takes two hours before and after the market for set-up and shut-down. The experience of Kingfield, a much smaller market, is that it takes approximately 45 minutes to one hour for set up and shut-down. Vendors remarked that they appreciate it when the market manager and other volunteers for the market encourage cooperation during the set-up process. Simply asking vendors who have completed set-up to assist those who have not yet set up is very much appreciated. Market managers and volunteers often set the tone for set-up.

Vendor Displays: Vendors in Oregon often try to have displays that are high so that patrons can see the items for sale. Usually this is done through vertical displays or boxes. Vendors will also make a U shape for their stand so that patrons have to walk into their stand. Once in the stand, patrons are more likely to shop.

Farmers Market Tables: A place for the farmers market to represent itself helps to provide easy access to the market. Having a farmers market table staffed also make it clear that the market is community supported and also directly supports the community. Patrons often have questions about the market or anyone can express their concern. Furthermore, sales market related items tend to go up when a table is staffed.

On Site Sanitation and Hand Washing Station:

Markets are intended to have on-site sanitation and a hand washing station. Midtown market uses portable sanitation and hand washing.

Vendor Rules: Most markets, including Kingfield, have vendor rules. Common rules include:

- If not set up by 7:30, vendors can lose their space at Midtown Market. (Other vendors line up and can fill the space first come, first served. However, specialty vendors often have special arrangements and greater leniency.)

In the vendor assessment for the Kingfield Farmers' Market, several vendors mentioned that they appreciated having a market manager who guides the market for the benefit of all involved. Practices that vendors suggested during set up were: 1) Not to be overly concerned with the location of vendor in the market unless vendors have special needs such as electricity, 2) encourage vendors to help each other when setting up tents, and 3) apply the rules consistently. Vendors did not comment that they wanted help with marketing since many of them saw it as their job. However, several market managers and people involved in markets commented that they encourage vendors to market their product with signs, prices, promotional pieces about their operation, etc.

Communications

A market cell phone with a time card has helped the Midtown Market easily contact their vendors and also have the vendors be able to contact them. Note: Once complaint in the Kingfield vendor assessment was that calls or emails were not returned, this could potentially help to relieve this problem by not being bound to a particular office.

Licensing & Permits

Repeatedly, vendors and market managers said that licensing is one of the biggest barriers for existing businesses to be willing to sell at farmers markets. For this reason, specialty vendors are often more challenging to assist at markets. Some market managers help all or key specialty vendors with the application process for licensing at farmers markets.

Licensing for the Market must be paid through annual fees. Local produce markets, often mini-markets, are produce only markets. The licensing application is \$50 through the City of Minneapolis, Environmental Health for new markets and expanding markets. Produce only markets can be licensed as "Local Produce Markets", also see the Mini-markets below regarding IATP's efforts to have a local produce designation. According to IATP documentation, a farmers' market with more than five vendors selling value added items (generally non-produce items) needs to have a business license, which costs \$420 the first year and a \$165 annually renewable fee.

Permits for vendors are also renewed annually. Many market managers mentioned that they have to familiarize themselves with the permit requirements for vendors since vendors often expect the market to be aware of these requirements.

Mini-markets: Heather Schoonover (612.870-3450, hschoonover@iatp.org), IATP, has been involved in the permitting process for mini-markets and would be able to give hints on this process. She and others at IATP drafted the "How-to" Guide for Hosting Mini Farmers' Markets in Minnesota (<http://www.iatp.org/publications.cfm?refid=103489>).

Vendor and customer relations

People often go to farmers markets to feel closer to the producers of their food. However, producers at farmers markets do not necessarily promote this aspect of their business. Instead, vendors often focus on the qualities and prices of their products. A study of Maine farmers markets found that consumers there are interested in supporting local agriculture and local business. However, the opportunity or inviting atmosphere to engage in a conversation around these issues is often limited at

farmers markets (Hunt, 2006). Therefore, having information regarding the philosophy, methods or approach to farming helps patrons become more engaged with vendors.

Suggestions at the Kingfield Market have included: photographing the farms of vendors, perhaps by asking Sharon the photographer go to many if not all farms. Larry Lev of the University of Oregon remarked that he is amazed how many Minnesota vendor stalls have no identification information. He said consumers often want to be able to know the name of a farm so that they can return to it the next time they visit the market if their produce was good.

Assessments and Feedback

Rapid Market Assessments are intended to be use throughout a market to provide feedback to inform market management. As with this study, periodically doing a count or an assessment can help to monitor market traffic and satisfaction to inform decision making. Because rapid market assessments tend to be fairly easy, they can be done as a part of market management functions. The rapid market assessments done for this market were done on July 20, August 10 and September 7, 2008.

When doing rapid market assessments include avoiding words like “survey,” but instead ask patrons questions like “Do you have a minute to help out the market” or “Have you done the dots yet?” Everyone passing by should be approached and asked to do the dots. There should only be one dot per poster. People often shop in couples, one set of dots should be provided to a couple or household. If these guidelines are followed, then the total sales at the market can be estimated by calculating:

shopping groups / total attendance = sales at the market
(A conservative estimate of shopping groups is two per group).

Larry Lev (2004) has good guidelines on Rapid Market Assessments. He also has those administering the assessment observe physical site issues, vendors and products and the market atmosphere. He has been working in partnership with the Minnesota Institute for Sustainable Agriculture (MISA) and has done several trainings in Minnesota on Rapid Market Assessment techniques.

Attractions

Attracting people to a farmers market requires extra effort. For example, the U.S. agricultural census indicates that 94.1% of Americans have a supermarket as their primary shopping location. 1.7% say they primarily shop at health and natural food stores and 1.8% at farmers markets. Farmers markets gain increased prominence as a secondary food shopping location, with 36.9% of Americans going to Farmers’ Markets as their secondary food shopping location, as compared to 22.6% at health and natural food stores and 27.1% at meat shops (Thilmany, 2004).

Community Code Kitchen

Food demonstrations and projects using farmers markets foods both in the market and for resale throughout the neighborhood and schools. For a further description see:
<http://www.sarep.ucdavis.edu/CDPP/Laytonville.htm>

Community Supported Agriculture (CSA) Drop-off site

A list of CSAs in the Twin Cities can be found at the Land Stewardship Project webpage: www.landstewardshipproject.org/csa.html Notably, many of the CSAs are not at farmers markets. One limitation of a CSA drop off at a farmers’ market is the hours of the market are often limited. Many CSAs have policies that members can pick up their produce in a 12-48 hour period, then after that time the produce can be donated to local food shelves.

Attracting Diverse Shoppers

Several people mentioned in the course of this study that they would like to attract a more diverse set of shoppers and vendors. Specific populations mentioned include Latino patrons and businesses, elderly patrons, and overall a more diverse set of patrons. In a recent study of race issues in farmers markets and community supported agriculture, Julie Guthman (2008) found that markets and CSAs often assume universal values across various groups which are actually more closely tied with white cultures. Guthman suggests “a place to start would be for whites to state how much they do not know to open up the space that might allow others to define the spaces and projects that will help spurn the transformation to a more just and ecological way of providing food. (2008, p. 395)”

An Iowa study regarding the economic benefits of farmers’ markets there found that city markets were by far the most popular markets were urban markets with high frequency of visits (on average 13/21 markets in a season). The average age of a consumer was 51-65 years old, who bought mostly vegetables, fruits and baked goods. An interesting finding in this Iowa study was that consumers who went to the largest markets were often slightly younger, traveled further and bought more. Promotions to those approaching retirement and young people under 35 years old would be recommended in the Iowa study (Otto, 2005).

Attractions for Kids

Midtown farmers market used to have a kids area with bails of hay and toys, but decided to stop having it. Story time has been popular, particularly since it is done in collaboration with the Library.

- Story time for kids (11:00 Saturdays at the Midtown Farmer’s Market)
- Face painting for kids
- Mini tables and chairs to be inviting for kids
- A box of coloring books with crayons
- Kingfield Farmers’ Market repeatedly discussed collaborating with Leonardo’s basement, a local organization focused on kids exploration of art and science. Although Leonardo’s basement came to the market a couple times, a more formal arrangement may be necessary with organizations so that patrons can count on finding the attractions they hope to find.

Music & Performance

Many markets have music and performance. The reliability of music at the Kingfield Farmers’ Market was fairly good with many of the musicians, but lining up fill-in musicians tended to fall through the cracks. Musicians and performers were arranged before the market started just as vendors. Many markets arrange for music and performers in a similar way to vendors, but allow them to ask for donations. If a market decides that music is a priority for the market, having committee member focus on music or performers for each market seems to be a common strategy. Vendors and patrons alike commented that they greatly appreciate the music.

Benefits of Farmers Markets

The benefits of farmers markets are often assumed to benefit farmers and are often framed in terms of environmental benefits by buying locally. This section will review some of the most recent literature regarding the benefits of farmers markets. Many of these issues were also confirmed in both the vendor and patron assessments.

Community Benefits / Social Exchange between Producer and Consumer

Community benefits often combine both social and economic well being as found in a recent study of social embeddedness in farmers markets and community supported agriculture (CSA) efforts (Hinrichs, 2000). Social embeddedness emphasizes the blurry relationship between economic and social interests, which are often difficult to distinguish. This examination found that vendors frequently are

attracted to farmers markets for social reasons over economic interests and often feel the need to provide additional value to their customers by providing generous quantities or a low price point of their product. Patrons, on the other hand, tend to focus on a wide range of interests including value, social interaction with farmers, environmental focus on eating local, and value. In contrast to farmers' markets, CSA interactions tend to take on more of an economic exchange in terms of sharing the risks of farming, even though farmers often still feel similar pressure as they do in farmers markets to as food providers to loyal customers.

Low Income Customers / Cash Alternatives

The Midtown token program has been popular. However, it is time consuming to track the finances and also staff the farmers market table. At Midtown Farmers Market, approximately ¼ of the patrons are using WIC vouchers. This project is featured in the Wallace Foundation Document "Recruiting Vendors for a Farmers Market" (http://www.wallacecenter.org/our-work/Resource-Library/wallace-publications/handbooks/RECRUITERS_Pr.pdf/view) . The Midtown market has also written an EBT Guide for Market Managers (www.midtownfarmersmarket.org/EBT%20Guide%20for%20Market%20Managers.doc).

Tokens / Scrip Systems

Midtown market has tokens that they can issue to people instead of a cash machine. They have token area where people can use a credit card, or EBT cards to purchase tokens. At Midtown, the market provides vouchers for EBT cards and vendors can directly accept WIC vouchers. Jill of Chase Brook Natural likes the tokens because she uses them to pay the market fees.

EBT / Food Stamps

EBT (Electric Benefit Transfer / Food Stamps) is a federal program to subsidize foods that a household can eat, such as breads and cereals; fruits and vegetables; meats, fish and poultry; and dairy products. Seeds and plants which produce food for the household to eat can also use EBT. EBT cannot be used for pet food, nonfood items, vitamins or medicines, prepared foods or hot foods.

Locally, there are two ways in which EBT is being used: At the Midtown Farmers' market using tokens or a scrip system and offline food vouchers can be used by vendors who have to become a licensed authorized retailer to accept EBT. EBT relies on phone line transmission and will not approve wireless transmission of information, so offline food vouchers can be used for EBT purchases at farmer's markets. Chase Brook Natural is an authorized retailer for EBT and has offline food vouchers on hand.

Becoming licensed as an authorized retailer for EBT requires an application. Information can be found online (<http://www.fns.usda.gov/fsp/retailers/>). There is an online retailer training video in both English and Spanish and training guides in Arabic, English, Korean, Russian, Spanish and Vietnamese.

Examples of how EBT is used at farmers' markets nationally can be found online at the USDA http://www.fns.usda.gov/fsp/EBT/ebt_farmers_markstatus.htm. Joanne Berkenkamp of IATP said that they are starting to work on EBT for farmers markets in Minnesota. Larry Lev indicated that the Kentucky EBT and WIC system seems to work well. The best guide to EBT for markets in the Twin Cities area is from the Midtown Farmers' Market, See: (<http://www.midtownfarmersmarket.org/EBT%20Guide%20for%20Market%20Managers.doc>).

WIC - Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)

WIC is for pregnant women, new mothers, infants or children. WIC approved foods are high in one or more of the following nutrients: protein, calcium, iron, and vitamins A and C.

Farmers Market Nutrition Program (FMNP)

WIC has a Farmers' Market Nutrition Program (FMNP) for WIC and also for seniors. Information regarding the FMNP can be found at <http://www.fns.usda.gov/wic/FMNP/FMNPfaqs.htm>. States

administer the FMNP program. Federal funds support 100% of food costs and 70% of administrative costs. Minnesota has used the following amounts in the FMNP in fiscal years 335,847(2006); 307,865 (2007); 275,715 (2008).

An Ohio study found that WIC recipients who participated in the Farmers Market Nutrition Program tended to have greater consumption of fresh fruits and vegetables. Although the partnership was helpful with the farmers market, nutrition education was believed to be a key factor to determine if WIC recipients would eat a balanced diet (Kropf, Holben, Holcomb & Anderson, 2007).

There are three major strategies for strengthening WIC Farmers Markets. They are (1) educating clients to use the FMNP, (2) providing markets accessible to the target audience, and (3) improving market quality (CHPNP, 1996 cited in Dolerite et al, 2005). Dolerite et al (2005) found in their New York study that farmers markets that simply participated in FMNP and WIC programs didn't have as many benefits of partnership as the farmers markets that fully cooperated with partners. Farmers and market managers rarely if ever receive funding to implement FMNP programs, which is an added challenge to implementing the programs. However, the Dolerite et al (2005) study found that farmers benefit from increased revenue and at-risk individuals benefit nutritionally from FMNP.

While at the Midtown Farmers' Market, a man approached the farmers' market booth and asked to exchange tokens for his WIC voucher. He was informed that vendors receive those vouchers directly. He then mentioned that the vendor he wanted to buy from said that he does not take vouchers, so in that case he would have to buy from another vendor. This is a common scenario in farmers markets, which was mentioned in a Portland Oregon study (Grace, Grace, Becker & Lyden, 2005). However, by going to a farmers market with the majority at the market as healthy options, WIC participants who go to farmers markets are generally more likely to be eating nutritious foods.

Seniors – Partnership with Meals on Wheels

The Senior Farmers' Market Nutrition Pilot Program partnered with Meals on Wheels to provide food baskets to 480 homebound seniors then tracked their fruit and vegetable intake as compared to a control group during the market season. The study found that most seniors had greater fruit and vegetable intake as compared to the control group. Most seniors would like to participate in the program in the future, but some were not sure due to their inability to finish the produce (Johnson, Beaudoin, Smith et al, 2004).

Publicity – Labeling & Signs

Labeling & Market Stand Presentation

Labeling is often the done by vendors, but active farmers markets will often assist vendors with ideas and support for labeling. Encouraging positive label practices can help to further promote a market by encouraging customers to return. A USDA study regarding farmers market labeling practices among organic farmers and alternative practice farmers found a wide range of messages, including:

- “Chemical-free,” “no chemical fertilizers,” and “no harmful insecticides”
- “Natural growing conditions” and “naturally grown”
- “Healthy farming practices used”
- “No-spray”
- “Sustainably grown”
- “Authentic”
- “Free-range,” “pastured,” “grass fed,” and “no antibiotics or hormones”
- “Organically inclined”
- “Transitional”
- “Wisconsin organic grown” and other local foods labels
- “Good bugs at work here”
- “Ask me how I grow this.” (Kremen, Greene & Hanson, 2002)

Along with labeling, a market can also assist vendors come up with ideas for marketing. The Wallace Foundation outlines three basic marketing principles (differentiation, diversification, and adding value) with examples in their publication “Getting Started with Farmers Markets” http://www.wallacecenter.org/our-work/Resource-Library/wallace-publications/handbooks/Farmer11-1_Sc.pdf. Publications such as this one could be provided to farmers’ market vendors as informational sources or used to advise vendors as well. Key principles that are not occurring much in the Kingfield Market are the use of vertical displays and telling the story of the vendor.

Signs

The Minnesota Grown “Starting a Farmers Market” publication has useful guidelines for sign design, including font, color and sizing choices. This information can be found on Appendix IV of the “Starting a Farmers Market Publication.” See:

<http://www.mda.state.mn.us/news/publications/food/minnesotagrown/startfarmmkt.pdf>.

Churches

Since the Kingfield market takes place on a Sunday, marketing more heavily to churches may be a viable strategy. This could include having a table in the lobby of a church, advertising in church bulletins, or passing out flyers on cars during church services.

Youth groups

Youth groups from churches or neighborhood organizations may also be able to assist as volunteers in actively promoting the market through flyers, announcements or even eat local educational campaigns.

Promotional materials

Flyers could have the sponsors of the promotional materials printed on the back of flyers to help off set the costs of production.

Minnesota Grown was interested in trying out having lawn signs made with the Minnesota Grown logo on them for the Kingfield Farmers Market. Both the Kingfield and Midtown markets have had lawn signs. Midtown representatives indicated that the lawn signs have not been successful for them. However, Kingfield repeatedly has requests for lawn signs at the market. A key difference between these two markets is that the Kingfield market is situated in a residential neighborhood, while Midtown is much more visible but in a retail area. It could be that the location of the market may influence the type of marketing that works best. Therefore, it would be interesting to test if marketing using community based tactics such as lawn signs and signs posted by hand in the neighborhood may work better for neighborhood based markets than for markets in retail corridors.

Below is a list of promotional materials that were found throughout this study.

- Sales of **promotional products: T-shirt / Tote bag / Hat / Apron sales**
 - Online sales (see the Santa Fe farmers market, www.santafefarmersmarket.com/store/ (which could through cafepress www.cafepress.com/cp/info/sell/, though this can be a bit expensive for those who purchase online)
- **Lawn signs** for a donation (on sale for \$5 at the Midtown Farmer’s Market)
- **Bog** <http://www.market-at-the-square.blogspot.com/>
- **Email list** (Kingfield, Midtown, Mill City)
- **Minneapolis Event Listings:**
 - City Pages. Music and special events could be listed. Events can be submitted online at least three weeks in advance: <http://www.citypages.com/feedback/SubmitAnEvent>

- The Rake. Music and special events could be listed. Email is their preferred form of communication for press releases for events: <http://www.rakemag.com/contact-us/send-us-press-release>
- **Farmers' Market Listings:** (online)
 - **Local Harvest** (Kingfield is not on this yet.) <http://www.localharvest.org/register.jsp>
- **Facebook** <http://www.facebook.com/pages/Urbana-IL/Urbanas-Market-at-the-Square/13318861831?ref=nf>
- **Google Maps** listing. One can enter a market for Google Maps and also have coupons or descriptors for free. The verification pin for the Kingfield listing is: 9442. Google verifies business listings by phone or mail. Sam Nygren will get a letter in the mail in mid to late August.
- **Flickr** <http://www.flickr.com/photos/26736306@N06/>
- **Twitter** page (<http://twitter.com/urbanamarket>)
- Websites:
 - **Website Features**
 - Online photo tour using Flickr (Midtown)
 - Online Calendar (Midtown uses Google Calendar or Santa Fe uses a simple listing of events on their webpage www.santafefarmersmarket.com/events/)
 - Recipes (Santa Fe www.santafefarmersmarket.com/localfood/recipes/)
 - What's in Season listing (Midtown, Mill City)
 - Vendor listings (Midtown)
 - **Websites – Market Specific**
 - Midtown www.midtownfarmersmarket.org
 - Mill City www.millcityfarmersmarket.org
 - At the market / when to buy / featured chef
 - Minneapolis (Nicollet Mall & Lyndale) www.mplsfarmersmarket.com
 - Minneapolis (Lyndale, Farmer's Market Annex) www.farmersmarketannex.com
 - Saint Paul www.stpaulfarmersmarket.com
 - **Websites – Organization Supported**
 - Elliot Park, East Downtown Council (EDC) <http://www.edcmpls.org/fmmarket.html>

More websites and examples of farmers market literature can be found on the list of links on a social bookmarking site (del.icio.us) of the author of this report:
http://delicious.com/heidiesch/bundle:farmers_market

Sponsorship

Perhaps due to it's beginning working with the Minneapolis Farmers Market and also it's connections to a neighborhood organization, the Midtown Farmers' Market has some great sponsorship ideas. Many of these ideas lend themselves to businesses and individuals making small contributions.

- Business Sponsorship Program (Midtown Farmer's Market)
- Community Table (table hosting, Midtown Farmer's Market). All community organizations must fill out a Community Table Registration Form.
- Donations (Friend of the Market, Midtown Farmer's Market, through the Corcoran Neighborhood Association)
- Perform (tip jars or sales of CDs welcome, Midtown Farmer's Market)
- Sponsored special events (www.santafefarmersmarket.com/events/), such as cooking demonstrations, food, community or gardening related book signings, parties (i.e. Halloween).

In contrast, the Mill City Farmers Market has significant support from major businesses in the area, Target being the lead sponsor. For a neighborhood based market that wants to remain fairly small

three options may be promising: Being a satellite market of a larger market such as Midtown, Mill City or Minneapolis, seeking out the support of area businesses and sponsors, or partnering with another similarly situated market such as the Northeast Minneapolis Market for joint fundraising and administration.

City / Municipality Support

Joanne Berkenkamp encouraged getting city support through the appropriate council member. In their experience with the IATP mini-markets, the city council members were able to assist with location and identifying city resources. As mentioned earlier in this report, many markets found that municipalities were not able to provide financial assistance, but would provide non-monitory support.

State support

Karen Clark, the representative for 61A may be willing or able to support larger projects. She has supported the Women's Environmental Institute. The University of Minnesota, specifically MISA may also be another source of support. Financial support on the state level appears unlikely at this time.

Supporting Organizations

Institute for Agriculture and Trade Policy (IATP).

Contact: Joanne Berkenkamp. Director of the Local Foods Program.

IATP supports the Mill City Market, the Midtown Market and Mini-Markets throughout low income neighborhoods in Minneapolis.

Minnesota Farmers Market Association, Maple Grove is highly involved in this effort as is Ruth White.

Women's Environmental Institute, North Circle Project. <http://www.w-e-i.org/north-circle-project> Creating markets and marketing strategies with farmers in East Central Minnesota. The project is based in Northfield and run by a U of MN professor (Jacquelyn Ziti) and America Vista Volunteer.

Supporting Businesses

Restaurateurs in the Southwest area are likely to be supportive. Already the Kingfield market has benefited from the cooperation of several restaurants including Corner Table and Anodyne. Other restaurants in the area, but beyond Kingfield, could also be included in expansion efforts. Non-food businesses may also support market efforts, such as the business sponsorship program at Midtown Market.

Benefits of Markets

Economic Benefits

The Project for Public Spaces (2007) report regarding the economic benefit of farmers markets in three metropolitan areas found that farmers markets tend to thrive best medium sized metropolitan areas. In these areas neighborhoods and community organizations are more likely to form and promote a farmers market and there is sufficient population to support markets. They also found that it is challenging to determine the benefits to individual or even types of vendors since the economic benefits to vendors is highly variable. A similar observation occurred when asking Kingfield farmers' market vendors regarding their sales since many vendors were unsure of their sales or simply framed sales in terms of being good or not good.

Market Model Considerations When Transforming a Market

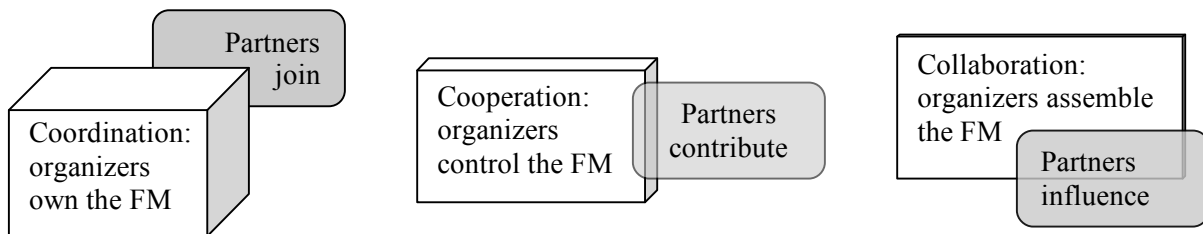
Most market managers and people involved in market operations were not short on ideas of how their market benefits the vendors or community. Rarely did those involved in market management indicate how the market benefits themselves. Burnout is high in market management and market managers are rarely paid a living wage if they are paid at all (Stephenson, Lev & Brewer, 2006). Markets with clear expectations and roles of what they do (and what they don't do) appeared to be less chaotic than those that were trying to do many types of projects at once.

Identifying a mission and vision of the market, including its boundaries may help. However, the mission and vision once written is of little use if it is not followed. According to documents in recent years, the Kingfield Farmers Market Committee has revisited the mission, vision and roles. Now that the market is becoming an independent entity, a person is needed to ensure that members of the market are reminded of the scope and limitations of their efforts.

According to this research and also the responses of farmers market managers in Minnesota, there are a wide range of market models being used. Most markets tend to rely heavily on volunteers, staff of municipalities or vendors for their management. The results of the market manager survey can be found in another document. Overall, this survey revealed that many mid sized markets (with 30 or fewer vendors)

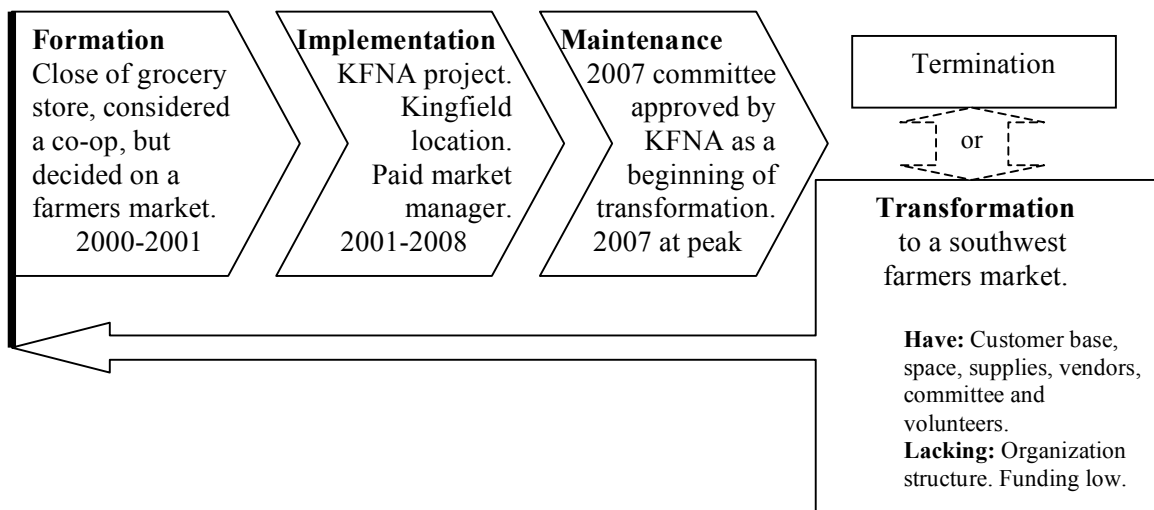
Coordination > Cooperation > Collaboration

The Kingfield Farmers Market has been operating on a coordination and cooperation framework, but has limited collaboration with other partners and stakeholders. Dolerite et al (2005) observe that collaboration often has the greatest benefits from all involved in a project, but also requires shared efforts. Given Kingfield FM's uncertain future re-focusing the market from a project that need to be coordinated to one in which engaged collaboration forms through cooperation with a variety of partners may make it more sustainable. The distinction between coordination, cooperation and collaboration are made in the diagram below based on the observations of this researcher and descriptions by Dolerite et al (2005):



A key distinction between coordination, cooperation and collaboration is the amount of control organizers are willing or able to allow to influence the farmers market. When organizers coordinate a market, they maintain almost complete control over the operations and essentially own the farmers market. They can choose to pay attention to their partners concerns or ignore them. In cooperation, this is when different projects come together for mutual benefit. For instance, a vendor has a product they want to sell and a FM has the venue. Under cooperation negotiation is emphasized. Lastly, under a collaborative FM just about everything about the project (the farmers market) can be negotiated by both organizers and partners. When a project relies on the good will of others (i.e. vendors and community members), collaborative frameworks are a good option to realize expected and unexpected benefits for all parties. However, with a collaborative framework, the organizers lose part of their autonomy since they have to rely on the influence of partners.

Rosenthal (1998 cited in Dolerite, 2005) describes five phases for collaborations (1) pre-formation, (2) formation, (3) implementation (4) maintenance, and (5) transformation or termination. When applied to the Kingfield Farmers Market, the phases can be viewed as follows:



Market Size – Transitioning from a Small to a Medium Sized Market

Stephenson, Lev and Brewer (2007) have written a clear and helpful guide titled “Understanding the Link Between Farmers’ Market Size and Management Organization”

(<http://extension.oregonstate.edu/catalog/pdf/sr/sr1082-e.pdf>). The authors mention that shifting from a small (under 30 vendors) to a medium sized market of over 30 often requires more complex organizational management. Generally market managers are paid when there are more vendors and the focus of the market including the mix of vendors also becomes more of a management issue since a greater diversity of items are often possible with a larger sized market.

Factors that Cause a Market to Fail

Stephenson, Lev and Brewer (2006) identified five factors why markets fail according to their Oregon study:

- 1) Small Size, sometimes coupled with a loss of vendors.
- 2) Need for more farm products (particularly fruit, vegetables, fish, meat and value-added foods)
- 3) Administrative Have-Knots, such as revenue or grants
- 4) Market Manager was low paid or volunteer.
 - a. The experience of a market manager was also an issue. Markets with inexperienced market managers were often correlated with markets that remained open longer periods of time
 - b. Volunteer managers often worked fewer hours per week (10 or fewer hours) than paid managers in this study.
- 5) High management turnover.

Market Models – Driven by Interests of the Community

Most of the literature regarding market models for farmers markets stressed that the core group often drives the market forward. The interests of that group drive forward the focus of the market. Although this is logical, it often makes it challenging to add new partners into the market model unless the market organizers are willing to allow the market be collaborative or cooperative, including having external organizations directly influence the market.

The Kingfield Farmers Market, though already established, could benefit from reconsidering how to operate and promote the market. The University of Kentucky Cooperative Extension Service has a document regarding “Establishing and Operating a Community Farmers’ Market” <http://www.ca.uky.edu/agc/pubs/aec/aec77/aec77.htm> provides considerations for each aspect of market management. One of the key findings in their examination of farmers markets in Kentucky is that produce costs between 62-88% of market prices in farmers markets. They also found that motivation to go to farmers markets is generally to find fresh, quality produce, followed by cheaper prices and the ability to buy large quantities.

In the next year the committee’s plan is to continue the market as it has been. Given the recommendations and observations in both of Stephenson, Lev and Brewers’ (2006, 2007) publications, this is a reasonable approach. Trying to expand the market too quickly or without adequate planning could cause its collapse. While there is enthusiasm for the market on the committee and a committed group of individuals, no one individual has the ability to completely manage the market in 2009. Finding a market manager who can spend a minimum of 10 hours per week during the market season is ideal. However, if only 10 hours per week is able to be secured, the committee should be going forward with full knowledge that additional support is needed, particularly in the areas of publicity and promotion and vendor support.

Minneapolis Farmers Market licensing indicates that there must be a market manager on the site of the market at all times. If there is one or more volunteer market managers for the Kingfield Farmers Market, a rotating schedule with a clear indication of who is the market manager for each day may be helpful for both vendors and patrons. Having a rotating market manager could also help to show that the market is a community effort. One could post a sign at the front of the market indicating who the market manager is for that day and also promote sales of market related items. As already indicated in the

Kingfield Farmers' Market Assessment, sales of market related products tended to be higher when someone was present at the market table.

Vendor support and recruitment is often most important before the market starts. It includes being knowledgeable and advising on licensing issues, attending to applications, recruitment and relations. Vendor communications have improved in recent months at the Kingfield market. For instance, at a recent market vendors mentioned that they greatly appreciated the email updates. However, if the market will be run as a volunteer effort next year, then having one contact person for vendors would be helpful to keep track of vendor relations, recruitment and payments of stall fees.

Publicity and promotion requires a team effort closely linked to volunteer management. Key publicity considerations and efforts include:

- On the street presence during market hours
- Market publicity off-market hours (materials such as flyers, brochures, signs, etc).
- Web presence: website or bog
- Email management: email blasts
- Promotions to local media of events, such as press releases and submissions to event listings.

Volunteer management and publicity efforts are likely to b closely linked since neighborhood based publicity can be time consuming and also easily done with volunteers.

Many market managers have remarked throughout this research process that running a farmers' market is similar to hosting an event every week. Constant concerns include how many vendors will show up and how many patrons. Reliance on volunteers and the good will of a variety of people hinges market success. Once more closely engaged in managing a market, many market managers and committee members commented that there was a lot more than they had thought that goes into a market.

There are many market guides available for how to start a farmers' markets. Appendix C is a checklist that combines many, but not all, aspects of market management. Appendix D and E lists grants and resources respectively.



Appendix C is a checklist for setting up a strong farmers market

Appendix D is a list of grants

Appendix E is a list of resources for farmers markets found as a result of this investigation.

Recommendations

The Kingfield Farmers Market is already on its way to becoming an independent entity. The primary challenge at this time is not just funding. Although it currently does not have funds for 2009, evidence of several markets indicate that a farmers' market can be volunteer run. Kingfield may wish to at least speak to Rod Stevens of the Northeast Minneapolis Farmers' Market to find out more about how he voluntarily runs his market.

The committee has also talked about bringing more people from Kingfield and the surrounding communities into this effort. Although more people will be helpful, accountability and continuity of the groups will be important from this point going forward. One challenge for the committee appears to be continually discussing similar issues at each monthly meeting. Documentation and overall management, including responsibilities needs action. There appears to be a tendency to revisit roles, but not focus on tasks and actions.

Finally, a hybrid form of a market between Midtown and Northeast Minneapolis markets appears to be the most likely type of market to form in Kingfield. Northeast's emphasis on volunteer use and community connections and Midtown's procedures of business sponsorship and event management may be helpful in going forward.

Overall, the key people involved and committed to the Kingfield Farmers' Market need to hone in on their primary interests in the market. If it is for the market simply to exist in the neighborhood, then

the group needs to focus on the basics. Focusing on the basics requires resisting the temptation to try many good or even great ideas, but perfecting the support for farmers and the community. Outsourcing some aspects of the market to groups who have an intrinsic interest in seeing extra projects through may be an option for add on features to the market. Therefore, the recommendation is for the Kingfield Farmers' Market to be an extraordinary host for vendors and patrons of the market to provide locally produced food to the community. Additional efforts and priorities may need to be shelved. At this point, the people who are willing to put in their time and effort into the market have the opportunity to prioritize and limit the market to its most basic and important aspects. For most involved in this study, this means having strong publicity, volunteer management and vendor management with occasional fundraisers.

Market Model Appendix A: Hours of Twin Cities Farmers Markets

Minneapolis	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Elliot Park				10:30 - 2:00			
Ebenezer					2:00 - 4:00		
Kingfield	9:00 - 1:30						
Midtown			3:30 - 7:30				8:00 - 1:00
Midtown Exch.					11:00 - 3:00		
Mill City							8:00 - 1:00
Mpls, Lyndale	6:00 - 2:00	6:00 - 2:00	6:00 - 2:00	6:00 - 2:00	6:00 - 2:00	6:00 - 2:00	6:00 - 2:00
Mpls, Nicollet					6:00 - 6:00		
Northeast							9:00 - 1:00
Sabathani				3:00 - 6:00			
Stevens Square				4:00 - 7:00			
U of MN				11:00 - 2:00			
VA Med. Ctr.			2:00 - 6:00				
W. Bank FM		3:00 - 7:00					
St. Paul	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
St. Luke's, St.P *						1:15 - 5:00	
St. Paul - main *	8:00 - 1:00						6:00 - 1:00
St. Paul (7 th Pl.) *			10:00 - 2:00		10:00 - 2:00		
Suburbs +	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Andover *			2:30 - 6:30				
Anoka					2:00 - 6:00		
Apple Valley *							8:00 - 1:00
Blaine			2:00 - 6:00				8:00 - 12:00
Bloomington							8:00 - 12:00
Brooklyn Park				3:00 - 7:00			
Buffalo							8:00 - 12:00
Burnsville *					12-5; 4-7		7:00 - 12:00
Cambridge							8:00 - 1:00
Chanhassen							9:00 - 1:00
Champlain							9:00 - 1:00
Columbia Heights					2:00 - 6:00		
Delano				2:00 - 6:00			
Eagan				4:00 - 8:00			
Elk River					3:00 - 7:00		
Excelsior					2:00 - 6:00		
Falcon Hgts *			7:30 - 12:00				
Forest Lake			4:00 - 8:00				
Hastings			8:00 - 1:00				8:00 - 1:00
Hopkins							7:30 - 12:00
Hugo *					3:00 - 6:30		
Inver Grove Hgts					3:00 - 6:00		
Lakeville *				12:00 - 5:00			
Maple Grove					3:00 - 7:00		
Maplewood *				8:00 - 12:00			
Monticello					3:30 - 7:00		
Mound		1:00 - 5:00		1:00 - 5:00			
New Prague							9:00 - 12:00
North St. Paul						3:00 - 8:00	
Northfield			11:45 - 1:00		11:45 - 1:00		9:00 - 11:00
Osseo			3:00 - 7:00				
Prior Lake							8:00 - 12:00
Richfield							7:00 - 12:00
Rochester							7:30 - 12:00
Rosemount *			2:00 - 6:00				8:00 - 1:00
Savage *	8:00 - 1:00						
St. Louis Park				3:00 - 7:00			
Shoreview			3:00 - 7:00				
So. St. Paul *				3 - 6:30			
Stillwater							7:30-12:00
West St. Paul *						8:00 - 12:00	
White Bear Lake						8:00 - 12:00	
Woodbury *	8:00 - 1:00						
Woodbury City Walk *				3:30-6:30			

* Saint Paul Farmer's Market. Downtown market + 17 satellite markets.

Market Model Appendix B: Duration of Operation (By Month) of Twin Cities Farmers' Markets

Minneapolis	1	2	3	4	5: May	6: June	7: July	8: August	9: September	10: October	11	12
Elliot Park												
Ebenezer												
Kingfield												
Midtown, Tues.												
Midtown, Sat.												
Midtown Exch.												
Mill City												
Mpls, Lyndale												
Mpls, Nicollet												
Northeast												
Sabathani												
Stevens Square												
U of MN												
VA Med. Ctr.												
W. Bank FM												
St. Paul	1	2	3	4	5	6	7	8	9	10	11	12
St. Luke's, St.P *												
St. Paul – main *												
St. Paul (7 th Pl.) *												
Suburbs +	1	2	3	4	5	6	7	8	9	10	11	12
Andover *												
Anoka												
Apple Valley *												
Blaine												
Bloomington												
Brooklyn Park												
Buffalo												
Burnsville *												
Cambridge												
Chanhassen												
Champlain												
Columbia Heights												
Delano												
Eagan												
Elk River												
Excelsior												
Falcon Hgts *												
Forest Lake												
Hastings												
Hopkins												
Hugo *												
Inver Grove Hgts												
Lakeville *												
Maple Grove												
Maplewood *												
Monticello												
Mound												
New Prague												
North St. Paul												
Northfield												
Osseo												
Prior Lake												
Richfield (+ trees)												
Rochester												
Rosemount *												
Savage *												
St. Louis Park												
Shoreview												
So. St. Paul *												
Stillwater												
West St. Paul *												
White Bear Lake												
Woodbury *												

Market Model Appendix C: Checklist – Setting up a Strong Farmers Market

The Basics (for a Twin Cities Market)

Vendor advisement / support

- ☐ Vendor application, fees and rules
- ☐ Vendor licensing
- ☐ Vendors have signs identifying their name
- ☐ Vendors have prices marked (see MN Grown)
- ☐ Inform new vendors of cash machines, restroom and washing facilities.
- ☐ Maintain a waiting list for vendors (if applicable)
- ☐ Consider asking vendors to report their sales to the market for fundraising purposes.

Committee & Volunteer Accountability

- ☐ Bylaws and roles / responsibilities
- ☐ Identify specific tasks at monthly meetings with deadlines for group members.
- ☐ Email a task list immediately following meetings.
- ☐ Two or One week prior to a meeting, request follow-up on the progress of the tasks.

Market Licensing / Authorization

- ☐ WIC authorized farmers' market

Market Visibility and Advertising

General announcements:

- ☐ Church bulletins & announcements
- ☐ Southwest Journal – stories / advertising.
- ☐ South Minneapolis Magazine
- ☐ Chow Hound
- ☐ Flyers (hand delivered or mass mailing)

Event Listings:

- ☐ The Rake event listings
- ☐ City Pages event listing

Press releases / media relations

- ☐ Seek out exposure for published stories in print and on the media.

Beyond the Basics

Music & Entertainment

- ☐ Entertainment coordinator (preferably one separate from a volunteer market manager or as an additional duty of paid staff).

Community Tables & Information

- ☐ Simple policy and procedure for community tables (see Midtown).
- ☐ Possibility of adding community events (including community building church events) at the market... the market as a host.

Business Sponsorship

- ☐ For large scale corporate sponsorship, Mill City is an excellent example.
- ☐ For small scale business sponsorship see Midtown, NE Minneapolis and to some extent Kingfield.

Market Promotions

- ☐ Allow groups to fundraise at the market (i.e. churches, youth groups, etc) so long as they encourage people to come to the market.

Messages

- ☐ Frame promotional messages as an invitation for discussion, then allow for the discussion to take place. (Try not to appeal to universal messages.)

Labeling

- ☐ Encourage varied labeling across vendors, such as photos, websites, farm tours, posters, etc.
- ☐ Provide vendors with advice and even training on marketing, such as providing the Wallace Foundation "Getting Started with Farmers Markets" publication.

Market Model Appendix D: Grants

Grant source	Grant purposes	Deadline
Blue Cross Blue Shield Foundation of Minnesota www.bcbsmnfoundation.org	Community level health related projects for immigrants and early childhood.	January, various
Farmers Market Consortium Resource Guide USDA, Agriculture Marketing Service www.ams.usda.gov then “Farmers Market Consortium” then “Resource Guide”	A listing of past federal and national level grants to farmers markets.	n/a (in the past)
Farmers Market Promotion Program (FMPP) USDA, Agricultural marketing service http://www.ams.usda.gov/fmpp/	New markets or improvements, EBT systems, Education, Advertising	March of each year
Minnesota Grantmakers Online Subscription Fee \$175 for a single user www.mcf.org/mngrants/	(fee based system to search for grants)	---
Project for Public Spaces. (New York) www.pps.org/markets/	Had a diversifying markets initiative, which ceased in 2008.	No grants as of 2008
WedgeShare, Wedge Co-op www.wedge.coop/membership/membership-wedgeshare.html	sustainable development through environmental, natural health, natural food or cooperative related activities.	Early July

Market Model Appendix E: Resources

For Markets

Corum, Rozenzweig & Gibson. (2005). *The New Farmers' Market: Farm-Fresh Ideas for Producers, Managers & Communities*. New World Publishing. 272 pages.

Minneapolis / Twin Cities Area:

Central Minnesota Vegetable Growers Association (CMVGA)

/ Minneapolis Farmers' Market

Non-profit organization (510c3) that supports the Minneapolis Farmers' Market. This is a membership based organization.

<http://www.mplsfarmersmarket.com/faqs.htm#history>

City of Minneapolis Environmental Health and Food Safety Farmers' Market Page:

Organizations interested in starting a new farmer's market should contact Carl Samaroo (Environmental Health) at 612-673-3693 or email carl.samaroo@ci.minneapolis.mn.us.

New Markets or Expanding markets must apply for their permit (\$50 fee)

<http://www.ci.minneapolis.mn.us/environmental-health/farmers-market-newmarkets.asp>

City of Lakes Chamber of Commerce. www.minneapolischamber.org/chamber_lakes.php

"EBT guide for market managers" by the Midtown Market.

<http://www.midtownfarmersmarket.org/EBT%20Guide%20for%20Market%20Managers.doc>

Marketing & Promotion, Edible Twin Cities

<http://www.edibletwincities.net/>

The Minnesota Project, Heartland Food Network

<http://www.mnproject.org/food-heartland.html>

(logo display on businesses, membership: dining, catering, family farm, food distributors).

MN Food Works (promoting local foods, edible twin cities)

Good examples of licensing, Application and Resource guides for Farmers' Markets in Minneapolis:

- Mill City Farmers Market
- Midtown Farmers Market
- IATP Mini market guide.

Minnesota:

Heartland Food Network (of the Minnesota Project)

www.mnproject.org/food-heartland.html

Membership based organization focused on connections to local food through restaurants and distributors. The Mill City Market uses Heartland Food Network connections to have a cooking series.

Minnesota Farmers Market Association (MFMA)

Farmers Market Listserv www.mfma.org/mfma_listserv.htm

Minnesota Farmers Market Manual (costs \$45) www.mfma.org/mfma_market_manual.htm

Minnesota Grown

Directory (good place to recruit vendors)

http://www2.mda.state.mn.us/webapp/mngrown/mngrown_default.jsp

Farmer's Markets < Food From Farm to Table

<http://www.mda.state.mn.us/food/minnesotagrown/farmersmarkets.htm>

Starting a Farmers' Market (PDF: 365 KB / 18 pages).

www.mda.state.mn.us/news/publications/food/minnesotagrown/startfarmmkt.pdf

Operational Guidelines for Vendors at the Farmers' Market (PDF: 261 KB / 8 pages)

www.mda.state.mn.us/news/publications/food/business&marketing/fm_vendor_guide.pdf

Discounted Banners with the Minnesota Grown Logo

www.bannergalaxy.com click on "partners", user name: mngrown password: banners

Other States

Arizona, "A Guide to Starting, Operating and Selling in Farmers Markets" by Charles Marr and Karen Gast. A basic guide outlining advantages and disadvantages of various approaches.

<http://ag.arizona.edu/arec/pubs/dmkt/AGuideto..FarmersM.pdf>

Iowa Farmers Market Development Manual (2003)

A step-by-step guide organized in a hierarchical structure of steps and considerations.

<http://publications.iowa.gov/1751/>

* The Alabama Farmers Market Development Manual is almost identical to the Iowa manual.

University of Kentucky Cooperative Extension Service

"Establishing and Operating a Community Farmers' Market"

<http://www.ca.uky.edu/agc/pubs/aec/aec77/aec77.htm>

Maine Federation of Farmers' Markets.

Promotional Suggestions for Farmers Markets.

www.snakeroot.net/mffm/Pubs/PromoIdeas.html

Farmers Market Federation of New York

"10 Principles of a Successful Farmers Market"

http://www.nyfarmersmarket.com/pdf_files/marketprinciples.pdf

Kaiser Permanente Farmers Market Resource Guide

<http://www.permanente.net/homepage/kaiser/pages/f40669.html>

National & International:

501c3 tips from USDA. www.rurdev.usda.gov/rbs/ezec/toolbox/501c3factsheet.html

Agricultural Marketing Service, Wholesale and Farmers Markets (USDA)

www.ams.usda.gov (Choose "Wholesale and Farmers Markets" under "Browse by Subject")

"Understanding Farmers' Market Rules", Farmers Market Legal Action Group, Inc.

<http://www.flaginc.org/topics/pubs/arts/FarmersMarket.pdf>

Farmers Market Coalition (based in Iowa)

Their list of resources for markets is impressive, see:

www.farmersmarketcoalition.org/resources/resources-for-managers-and-sponsors/

www.farmersmarketcoalition.org

Farmers Market Consortium (USDA)
www.ams.usda.gov/farmersmarketconsortium

Farmer's Market Nutrition Program (FMNP)
<http://www.fns.usda.gov/wic/fmnp/FMNPfaqs.htm>
FMNP Coordinator: Carol Milligan
phone: (651) 201-6606
fax: (651) 201-6125
email: carol.milligan@state.mn.us

FMNP has a process for WIC (Woman, Infants and Children) food package recipients to use FMNP coupons at farmer's markets as a part of their WIC package. Markets with FMNP are noted on this list:
<http://www.edibletwincities.net/pages/articles/sum08/sum08mkts.pdf>

National Association of Farmers' Markets Nutrition Programs
www.nafmnp.org

National Association of Produce Market Managers
www.napmm.org

North American Farmers' Direct Marketing Association
Part of this organization spun off into the Farmers Market Coalition.
www.nafdma.com

Project for Public Spaces
"How to Create Successful Markets" Training Course, October 17-18, 2008.
www.pps.org/markets/info/markets_training_conferences/
Market Resources, publications and information.
www.pps.org/markets/

Evaluation & Research Methods

Estimating the Economic Impact of Public Markets (Project for Public Spaces)
http://www.pps.org/markets/info/markets_articles/economic_benefits_of_markets

Sticky Economy Evaluation Device (SEED)
measures the public impact of a market on the economy.
www.marketumbrella.org/seed/seed_home.php

Volunteer Resources

Americorps. www.americorps.org/for_organizations/overview/
State and national programs for both part time and full time volunteers, mostly ages 18-24. AmeriCorps NCCC (National Civilian Community Corps) is for one year on community projects. AmeriCorps Vista is for poverty alleviation projects. AmeriCorps State and National programs are for national priorities.

Lutheran Volunteer Corps. www.lutheranvolunteercorps.org The Corcoran Neighborhood (Midtown) has one volunteer to work on the market, often a recent college graduate.

Volunteer Application Form, Pendleton Farmers' Market, Oregon.
www.pendletonfarmersmarket.net/Volunteer_Application_Form.htm

For Vendors

Farmers Legal Action Group. <http://www.flaginc.org/topics/pubs/index.php#marketing>
- Understanding Farmers' Rights to be Paid for Fruit and Vegetable Crops (Sept. 2007)
- Federal Law Protects Farmers' Rights to be Paid for Fruit and Vegetable Contracts (Sept. 2007)
- Terms Used in Minnesota Farm Law This list of terms is intended to serve as a resource for farmers seeking to understand their legal rights and responsibilities.
(Oct. 2006)
- Resources for Hmong Farmers This is a list of contacts for Hmong farmers in Minnesota seeking assistance in a variety of areas. (Oct. 2006)
- Understanding Farmers' Market Rules by Jess Anna Speier and Jill E. Krueger (Aug. 2006)
- Hmong Farmers: In the Market and on the Move by Jess Anna Speier, educational material from FLAG CLE seminar (June 2006)

IATP, Sow the Seeds. www.sowtheseedsfund.org Season Extension Program and Eat Local Challenge. Fundraising and support for season extension, primarily by using hoop houses and high tunnels.

Minnesota Fruit and Vegetable Growers Association
<http://www.mfvga.org/>

Minnesota Grown. www.minnesotagrown.com Local foods director (\$20 membership, which includes free labels and food product signs; \$40 to be listed in the Minnesota Grown directory).

Pickle Bill Fact Sheet, Minnesota Department of Agriculture
<http://www.mda.state.mn.us/food/business/factsheets/picklebill.htm>

For individuals

Minneapolis Regional Chamber of Commerce
Leadership Twin Cities program (a nine month program for merging community leaders.
www.minneapolischamber.org/program_leadership_twin_cities.php

Market Model Appendix F: The Research Process

The assessment consisted of three parts: a vendor assessment, a rapid market assessment (Lev, Brewer, Stephenson, 2004) of patron traffic and interests, and market model research. The rapid market assessment and patron traffic and interests was done through participant observation at the market as well as Larry Lev's Rapid Market Assessment methods.

The vendor assessment was conducted in late June to early July using a semi-structured interview format. Vendors were hesitant to answer satisfaction questions and revenue questions since it was early in the season and they were aware that changes would likely occur throughout the duration of the market. However, their primary message was that they greatly appreciate the neighborhood orientation of the market, including the opportunity to get to know their customers. They would like to see improvements on the visibility and promotions at the market.

Market Model Research was done through talking with local people involved in markets, visiting area markets and also online research. Also as part of the market model research, a survey was sent to market managers through the Minnesota Farmers Market Association listserv regarding their role.

Persons consulted:

Maggie Adamek (University of Minnesota)
Jeff Berg (Kingfield Farmers' Market committee member)
Joanne Berkenkamp (IATP, Local Foods Program)
Debra Bourne (2007 Kingfield Farmers Market Manager; Kingfield FM committee member)
David Brauer (KFNA Board Member, Kingfield FM committee member)
Dayna Burtness (IATP Program Associate, Local Foods)
Christine (unsure of her last name, Midtown Farmers Market Intern for 2008)
Sheila Delaney (2008 Kingfield Farmers Market Manager, first half of the season)
Hillary Gebauer (University of Minnesota Public Health Graduate Student)
Marjorie Hegstrom (Mill City Farmers Market Executive Director)
Paul Hugunin (Minnesota Grown)
Carla T. Kaiser (formerly active in the Midtown Farmers' Market)
Kingfield Farmers' Market Vendors
(Davidson's Farm, Akshay-paatram, Rustica, Chase Brook Natural, Peter's Pumpkins,
Denny's Apples and Honey, Yang's Vegetables and Flowers, Vang's Vegetables and
Flowers, Universal Pants, T-shirt vendor, Vue's Fresh Flowers and Vegetables, Grand
Café, Simply Marvelous, Nokomis Chiropractic, Funk Shui, Sharon Hagford
Photography, Waddell & Reid Financial Advising, Ikawa Coffee, Swede Lake Farms.)
Larry Lev (Oregon State University)
Melinda Ludwiczak (Kingfield FM committee member)
Minnesota Farmers Market Association Listserv members (farmers-market@lists.umn.edu)
With over 100 subscribers (see www.mfma.org/mfma_listserv.htm)
David Nicholson (Kingfield FM committee chair)
Sam Nygren (2008 Kingfield Farmers Market Manager, second half of the season)
Heather Schoonover (IATP Program Associate)
Rod Stevens (Northeast Minneapolis Farmers' Market)
Ruth White (Minnesota Grown, Minnesota Farmers Market Association)
Laura Wolff (Midtown Farmers' Market Manager)

Market Model Appendix G: References

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- Stephenson, G.; Lev, L. & Brewer, L. (2007). Understanding the link between farmers' market size and management organization. Retrieved from: <http://extension.oregonstate.edu/catalog/pdf/sr/sr1082-e.pdf>
- Thilmany, D. (2004). Farmers Market and Direct Marketing for Colorado Producers. *Agricultural Marketing Report*. Colorado State University Cooperative Extension, September 2004 – AMR 04-02.

Many additional resources are bookmarked online here:

http://delicious.com/heidiesch/bundle:farmers_market

Farmers Market Manager Survey – Results Summary

August 19, 2008 - September 2, 2008

Administered to the Minnesota Farmers Market Association listserv. 32 responses.

Administered by Heidi Eschenbacher upon the request of market managers in the Twin Cities area as a part of market model research conducted for the Kingfield Farmers' Market. Basic data are reported in this report with limited narration.

This project was supported by the Neighborhood Planning for Community Revitalization (NPCR), a program of the University of Minnesota's Center for Urban and Regional Affairs (CURA). The contents of this report are the sole responsibility of the author, and are not necessarily endorsed by the University of Minnesota, CURA, or NPCR.

How many farmers market locations are you involved in managing?

1 location: 84.8%

2 locations: 12.1%

5 locations: 3%

(none for 3, 4, or more than 5 locations)

Of the 32 respondents, the location of their farmers markets were as follows:

2 in Minneapolis (6%)

2 in the Suburbs of Minneapolis (6%)

6 in the suburbs of St. Paul (19%)

22 outside of the Twin Cities (69%)

(No markets reported to be from St. Paul.)

Market size and budgets were variable. One needs to keep in mind the size and location of the markets involved in the survey. The table below indicates the market budget, number of vendors and number of staff. Many markets were either vendor run or run by a municipality, so the budget may not reflect the staff time. No details were asked regarding the overall budget. Two respondents indicated that they did not have a budget since they are a new market.

	Average budget	Average # vendors *	Average # paid staff	Average # volunteers
Small markets (14 respondents)	\$ 1,567 (range: \$0 - \$2,500)	7 (fewest: 3, most: 11) (range: 1-16)	1 (range: 0-3) 50% reported zero staff	3 (range: 0-7) 2 reported no volunteers
Medium markets (11 respondents)	\$3,163 (range: \$1,000 - \$6,000)	17 (fewest: 11, most: 24) (range: 4-28)	1 (range: 0-2) 72% reported zero staff	3 (range: 0-10) 3 reported no volunteers
Large markets (5 respondents)	\$7,960 (range: \$5,000 - \$13,000)	32 (fewest: 20, most: 43) (range: 2-50)	2 (range: 1-3)	2 (range: 1-2)
Very large (2 respondents)	\$ 85,000 (range: \$30,000 - \$140,000)	54 (fewest: 45, most: 63) (range 40-65)	5 (range: 2-7)	7 (range: 3-10)

* The average number of vendors consists of three numbers. First, the average total of numbers of farmers markets was obtained by averaging fewest number of vendors with the largest number of vendors then grouping the markets according to "small, medium, large and extra-large). The "fewest" and "most" figures represent the average fewest number of vendors for each category and the average most number of vendors for that category on a market day. The range represents the lowest number of vendors (not averaged) and the highest number of vendors for that category. Notably, there is overlap in many categories since some market managers reported highly variable high and low numbers of vendors for a market day.

There was some variation in the types of markets. Here are some combinations found:

	city, town or county run	vendor run	business run	membership based org.	farmers market specific org.	non- profit	for- profit
very large markets (2)	business run membership based org. farmers market specific org. non-profit non-profit						
Large markets (5)	city, town or county run city, town or county run city, town or county run city, town or county run	vendor run		membership based org.	farmers market specific org.		for- profit
Medium Sized markets (11)		vendor run vendor run vendor run vendor run vendor run vendor run		membership based org. membership based org. membership based org. membership based org. membership based org. membership based org. membership based org. membership based org.	farmers market specific org. farmers market specific org. farmers market specific org.	non- profit non- profit non- profit	
	Other: Own it privately Other: Advisory committee and manager						
Small sized markets (14)	city, town or county run city, town or county run city, town or county run	vendor run vendor run vendor run vendor run vendor run vendor run vendor run		membership based org. membership based org. membership based org. membership based org. membership based org.	 farmers market specific org farmers market specific org. farmers market specific org. farmers market specific org.	Non- profit Non- profit Non- profit Non- profit	For- profit For- profit

- Market managers were often volunteers. Even paid managers often put in extra time for market management.

Number of hours worked per week on market management.

	0	1 to 10	11 to 20	21 to 30	31 to 40	over 40
Jan-Feb	42%	52%	3%	3%		
Mar-Apr	19%	58%	19%		3%	
May-June	3%	56%	22%	13%	3%	3%
<i>July –August was mistakenly left off of the survey.</i>						
Sep-Oct		60%	20%	10%	3%	7%
Nov-Dec	40%	53%	7%			

Number of **paid** hours worked per week on market management.

	0	1 to 10	11 to 20	21 to 30	31 to 40
Jan-Feb	72%	22%	3%		3%
Mar-Apr	66%	19%	13%		3%
May-June	63%	16%	16%	3%	3%
<i>July –August was mistakenly left off of the survey.</i>					
Sep-Oct	63%	19%	16%		3%
Nov-Dec	78%	13%	6%		3%

Of the thirty-two survey respondents, the following they reported the following regarding the nature of their work on farmer' market management:

25% (8) are salaried	3% (1) work full time on the market
19% (6) are paid hourly	28% (9) work part time on the market
47% (15) are volunteer (no payment)	9% (3) work year round on the market
	19% (6) are seasonal

Note: percentages will not add up to 100% since respondents could check all items that apply. Several people appeared to only partially respond given their answers elsewhere on the survey or not respond at all.

A series of questions was asked about which tasks the respondents found challenging in their roles working on a farmers market.

	Set up / shut down	Publicity	Licensing / admin	Fundraising, grant writing	Ag vendor recruitment	Prepared food vendor recruitment	Entertainment recruitment	Volunteer management
Not at all challenging	16%	9%	16%	6%	16%	10%	10%	13%
Not very challenging	16%	19%	28%	6%	22%	17%	20%	3%
Somewhat challenging	53%	38%	31%	10%	34%	23%	20%	29%
Very challenging	9%	25%	9%	3%	19%	10%	7%	23%
Not applicable (I don't do this.)	6%	9%	16%	74%	9%	40%	43%	32%

Large markets tended to find fundraising, entertainment recruitment and volunteer management challenging or very challenging. Medium and small markets tended to be highly variable in what

they said was challenging. Several markets wrote in other challenges that they faced. Those comments are as follows:

- Large or very large markets said the following are either somewhat or very challenging:
 - “vendor issues”
 - “vendor personality conflicts”
 - “recruiting sponsors”
 - “communication with non-English speaking vendors”
- Medium sized markets indicated the following as “very challenging”:
 - “Coordination with other events”
 - “Phone calls and emails, part time vendors”
- Small sized markets indicated the following as “very challenging”:
 - “Problem Solving/Market Enthusiasm”
 - “Dealing w/ relationship issues as they arise”

People involved in farmers market management were also asked “When managing the farmers market, which of the following duties are you expected to handle?” from a list of duties. They responded as follows:

	Number of respondents
94% Signage at the market	30
91% Publicity (email, website, flyers, media)	29
84% Vendor management	27
84% Vendor fee collection	27
75% Vendor applications	24
69% Special event management	22
66% Vendor recruitment	21
63% Market set up	20
63% Market shut down	20
63% Financial management	20
44% Vendor licensing	14
38% Music / entertainment booking	12
38% Music / entertainment confirmation	12
34% Volunteer recruitment	11
34% Volunteer management	11
28% Fundraising and sponsorship	9
13% Grant writing	4

Three respondents filled in a duty under “other.”

- A large market respondent: “community outreach”
- A small market respondent: “growing produce for MY booth”
- A small market respondent: “attendance at board meetings/welcome booth”

21 of the 32 respondents shared some of the “strengths of your market you would like to share with other market managers.” Here are the summarized comments according to four categories:

	Location	Support	Procedures	Product
<p>Large / Very Large markets:</p> <ol style="list-style-type: none"> 1. Great diversity (vendors and entertainment), good location, good support locally (publications, City, local businesses), good WIC/voucher reimbursement percentages and good partnerships in community. 2. We have some very loyal customers who come almost every day we operate. Amazing. 3. We feel that we have a very well managed market. We have a detailed set of guidelines/rules that vendors are expected to follow, and that we enforce. We have heard many good comments from our vendors about their appreciation of having structure and rule. 4. Variety of niche vendors - location – 5. The diversity of products. The marketing plan for our market is exceptional for its size and budget using creative marketing ideas which has grown our market by about 1,000 attendees per week. The relationship building with vendors. 6. Location and public access is huge for our market, it is right downtown and the residents love it. 	X	X	X	X
		X		
			X	
	X			X
			X	X
	X			
<p>Medium sized markets:</p> <ol style="list-style-type: none"> 7. Being vendor run, we don't have to answer to anyone...however, our life becomes very hectic in the summer, and other vendors are reluctant to help, stating "wow, I am so busy, can you do it?" 8. We have a great assortment of vendors that I think has come from being open to smaller vendors. The market has grown plenty of vendors that started out pretty small. 9. We're excited to have a customer list we're using this season. We built it through a raffle last year at our customer appreciation day. It's a great way to do really targeted advertising. We also did a one-page (short) market survey two years ago. 10. Our market is extremely flexible as to showing up, and very reasonably priced (\$20 for the whole season or \$5 per time). 11. We are working very hard with local businesses, neighborhood associations, and bringing a unique product to the neighborhood. 12. Completely Farmer Board managed. 100% Minnesota Grown producers. 13. We are a small town market but with many things to offer. Being vendor managed, we have been able to do many things that enhance the market but still with a small budget. The city we are in has been very supportive and not at all intrusive. 14. We have been in the same location for 22 years. We have many vendors that have been with the market for over 10 years, with many repeat customers. Medium size market, good parking, volunteer board that gets involved...It is small, however, offers a very good variety of items. No repeat on specialty items honey, maple syrup, bakery....also, not too much repeats in the kind of produce being offered. 		X		
				X
		X		
			X	
		X		X
		X		
	X		X	X
<p>Small markets:</p> <ol style="list-style-type: none"> 15. Marketing - signs, e-mail newsletter 16. Work as a team with the vendors, ask for their input and use their comments in the future 17. We are friendly, helpful and we have a wide range of vegetables 18. Relaxed, welcoming atmosphere. park setting = shade :) 19. Saturday Morning Event, Vendor commitment, Customer Relations, Public Relations, etc. 20. Our paid Market manager has excellent people skills and manages conflicts well as they arise. 	X	X	X	X
		X		
			X	
		X		

The challenges market managers faced included the following:

#1-8 were large / very large markets.

#9-17 were for medium sized markets.

18-25 were comments from small markets.

	Atmosphere	Sales / traffic	Support	Procedures	Product
1. Increasing produce sales. Building a customer base who are serious shoppers, not just tourists or browsers.		X			
2. Recruiting volunteers. Public Health: don't seem to know how to categorize us for permits, etc. Educating public about our mission: everyone wants to be a part of the Market and there is much argument about our mission and market rules.			X	X	
3. I have several vendors who can't stand or won't talk to other vendors. Makes for a hostile work environment.	X				
4. Layout of the market for best vendor mix, traffic flow.	X				
5. Chef demos, music, entertainment in general. Funds and people following through are hard to come by. We very rarely find a musician who is willing to come and play for free and only accept tips.	X				
6. Different types of special events, survey's, population counts.					
7. Produce of the week tasting booth. Veggie Valet to hold purchases for shoppers till the end of the market or to help to cars. Bringing in a Hmong translator for vendor meeting. Recruiting volunteers for information booth.	X			X	
8. More special events, time just doesn't allow it. The market is solely run by myself, and is just a part of my regular full time position.	X		X		
9. What bang for the bung on advertising, recruiting and more agricultural vendors.		X			X
10. Assigning market spaces - as a vendor run market with limited spaces at the market, assigning market spaces has been by seniority in the past. We have grown from 16 vendors to 36 vendors in the past couple of years, and that makes assigning spaces more difficult.	X				
11. I would like to have some live music and a prepared food area at our market. This is something our customers expressed interest in, but I no not have the time to hand the logistics of making this happen.	X				X
12. Some educational handouts for customers, a farm visit, question and answer expert for gardens, photos of all my vendors.	X		X		
13. We continue to seek more neighborhood participation and building of advisory committee in the preparation of the market and its future, and also bringing more flavor of the neighborhood such as events during the FM season.			X		
14. We are not an entertainment or prepared food vender market. We are a Market for growers/farmers. Should not exploit farmers markets with food vendors that do not grow something they make, or with local bakeries and roach coaches.					X
15. The biggest challenge we face is growth. We simply do not have the physical space to allow all the vendors who have expressed interest. We now struggle with the notion of how do we get bigger or do we even wish to do so?	X				
16. Filling the early market with good vendors (before the produce comes in) Finding a cheese and bread vendor. Keeping the producer vendor idea true...					X
17. Volunteer help is #1. Keeping the cattiness between vendors in check at times, listening with concern for their viewpoints, but remaining impartial, fair. Getting their support on my visions for the growth of the market.			X		
18. Getting customers to remember it's farmers market day		X			
19. Trying to get more vendors	X				X
20. On-going recruitment of vendors, special events – themed days.					X
21. Vendors' insurance details (why is it different for different cities), marketing research (newspaper ads, signage).				X	
22. None - yet. Maybe getting word out to a larger number of vendors					X
23. Visiting / inspecting the farms of our growers to assure that they are 'growing their own.'					X
24. Getting other vendors to carry some of the load.					
25. Good Food Cooking, Traffic, Parking	X				

Comments for other market managers:

- Keep up the good work! I have to say it's truly one of the most fun and rewarding aspects of my job. I love to find out what other markets are doing and to share ideas.
- "South of the river city run markets are interested in sharing resources and would like to put together a networking group for market managers. We are interested in sharing vendor contacts to diversify products at market.
- I find that variety is what attracts customers to the market, so I try to encourage vendors to be creative.
- Our Farmers Market has been a phenomenal success. I am very proud of the number of vendors for our very small northern town.
- A farmers market should be for farmers to sell their produce or products that are an extension of what the farmer actually grows. No food vendors, crafts or entertainment is necessary. If it is not 100% farmers then do not call yourself a farmers market. C
- I think there should be some kind of "standard" to go by for all markets big & small for "vendor involvement/committee" so all the burden of asking for help doesn't fall on one person's shoulders. Possibly, there are talents your fellow vendors could share.
- Questions: What do other market managers do to get more people to come to the market? What special events do they plan that have been most successful?
- This was our first year of the market. We are a small market run by parks & recreation department.
- Enjoy what you do.

Overall, the key issues faced by market managers had to deal with coping with limited resources, market management issues such as dealing with licensing, conflict and balancing vendor concerns. Many market managers do their work as a part of a business, city or as a vendor. Market managers were also not always involved in vendor recruitment, but were frequently involved in vendor relations.

With only 32 respondents, this survey is not a definitive look at the farmers market managers in Minnesota. However, it does help to indicate what types of discussions and future directions market managers can make when meeting to share strategies and approaches.

Lastly, Oregon State University has several reports that may be helpful to some markets based on the comments in this study. For instance see:

- Oregon Small Farms Technical Report No. 25. December 2006. When Things Don't Work: Some Insights into Why Farmers' Markets Close <http://snakeroot.net/mffm/Pubs/sr1073.pdf>;
- Understanding the link between farmers market size and management <http://extension.oregonstate.edu/catalog/pdf/sr/sr1082-e.pdf> and
- Rapid Market Assessments <http://ir.library.oregonstate.edu/dspace/handle/1957/8665>.

Providing the name and location each farmers market was optional. The respondents were not identifiable unless they put down their name on the survey. Only computer I.P. addresses were checked to ensure that there were no duplicate entries. The following people voluntarily indicated their participation in this survey:

Large & Very large:

Kari Dunn	Rochester Downtown Farmers Market	Rochester, MN
Jackie Hilgert	Mankato Farmers Market	Mankato, MN
Carol Morris	Maple Grove Farmers Market	Maple Grove, Minnesota
Lesley Young	Shoreview Farmers Market	Shoreview, MN
Kerry Phillips	Eagan Market Fest	Eagan Community Center
Mary	City of White Bear Lake Farmer's Market	Washington Avenue between 3rd & 4th Streets

Medium:

Lois and Doug Hoffbauer	Duluth Farmers Market	Duluth
Ryan Pesch	Lakes Area Farmers Market	Detroit Lakes, MN
Marcia Mahoney	Ely Farmers Market	Ely, MN
Rod Stevens	NE Farmers Market	7th and University Ave NE
Dan Whitcomb	Princeton-Zimmerman Farmers market	Princeton City, and Zimmerman City.
Jeff Gardner, with co-managers, Jim Lee and Kevin Marquette	Buffalo Farmers Market	Downtown Buffalo
Anna Mau, HFM Treasurer	Hopkins Farmers Market	Hopkins, MN
Debbie Roth	Stillwater Farmers Market	Corner of 3rd & Pine Streets- Stillwater, MN
Barb	Cold Spring Farmers Market	Cold Spring, MN

Small:

Pauline Stranlund	Montevideo Farmers Market	- across from smith park
Mary Tulgren	Oakdale Farmers Market	Oakdale, Minnesota
	Inver Grove Heights Farmers Market	Veterans Memorial Community Center
Amy Holmgren	NR Farmers' Market	New Richland, MN
Kent Lorentzen	Grand Rapids Farmers Market	Grand Rapids MN
Anita Otterness	Red Wing Farmers Market	Downtown Red Wing

This effort was done as a result of a conversation among market managers in Minneapolis who were curious about the roles and challenges that other farmers' market managers experience. It is also a part of the Kingfield Farmers' Market Model Assessment in an attempt to move from a community organization supported market to an independent market run by volunteers.

Thank you to all who contributed to this survey.